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# **COMMANDER'S HANDBOOK FOR PEACEKEEPING OPERATIONS (A LOGISTICS PERSPECTIVE)**

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# ***SUMMARY of CHANGE***

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COMMANDER'S HANDBOOK FOR PEACEKEEPING OPERATIONS

(A LOGISTICS PERSPECTIVE)

**RESERVED**

# **FOREWORD**

## **COMMANDER'S HANDBOOK FOR PEACEKEEPING OPERATIONS**

Operation Continue Hope and UNOSOM II is one of the few times the U.S. Army has participated in a venture under the provisions of Chapter VII of the United Nations (UN) Charter. Working within UN organizations, and specifically within the UN logistics network, is a new experience for most units and soldiers. Our units and soldiers have been outstanding in meeting the challenges presented by peacekeeping operations, and numerous lessons have been learned in the process.

This handbook provides units with a basic understanding of UN Peacekeeping operations (PKOs). It outlines how the UN organizes for PKOs, phasing of PKOs and cost reimbursement procedures.

I commend this handbook to you as a useful source of information. I urge units deploying for a peacekeeping mission to make use of it in their deployment planning activities.

FOR THE DEPUTY CHIEF OF STAFF FOR LOGISTICS:

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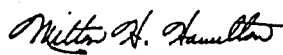
## COMMANDER'S HANDBOOK FOR PEACEKEEPING OPERATIONS (A LOGISTICS PERSPECTIVE)

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## I. PURPOSE:

This Handbook is intended to provide Army Commanders with a basic understanding of UN Peacekeeping Operations (PKOs). It outlines: how the UN organizes PKOs; command and control of PKOs; unit preparation for a PKO mission, logistics support of PKOs, phases of a UN PKO (including unit/personnel preparation guide); and reimbursement procedures for costs incurred during a PKO. This handbook should be a supplement, not a replacement, to existing unit SOPs, OPLANs, OPORDs, etc.

## II. TERMS OF REFERENCE:

The information in this handbook is drawn from a variety of sources and is not intended as official U.S. Army policy. Sources include: UN Manual for Peacekeeping Operations (Chapters 1–4), UN Guidelines for Nations Contributing Contingents to UN Operations in Somalia, FM 100–23 (Peace operations) and others.

## III. GENERAL INFORMATION ON PKO ORGANIZATION & STRUCTURE:

### 1. DEFINITION:

For the purposes of this handbook a United Nations Peacekeeping Operation (PKO) is the deployment of a UN presence into an area of conflict, according to a Security Council mandate or resolution aimed at:

- a. maintaining or restoring international peace and security, exclusively in the common interest of the international community,
- b. disengaging the conflicting parties,
- c. creating conditions for peaceful settlement of a conflict,
- d. monitoring cease-fire and compliance with peace agreements, and,
- e. rendering humanitarian assistance to civilian population in the area of deployment.

### 2. ESTABLISHMENT OF A PKO:

The establishment of a new PKO usually follows these steps:

- a. When the UN Secretary General (SG) considers that a UN presence may be necessary in an area of conflict, he dispatches a technical team to assess the situation. This fact finding team surveys the political, diplomatic and military situation.
- b. The SG submits the report to the UN Security Council (SEC- CO) for approval. Contents of the report are: recommended concept for the PKO; proposed composition and strength of the PKO; and financial implications of the operation.
- c. The Security Council approves and authorizes the establishment of the operation and its budget. Budget estimates are then submitted to the Fifth committee of the General Assembly for approval. Although the Security Council's resolution approves the PKO, it is the budget process that will decide the authorized configuration, size and scope of the mission.
- d. Once the above has been done, The UN Military Advisor's office sends a formal request (referred to in UN terms as a NOTE VERBALE) for contribution to those Permanent Missions (each member nation of the UN has a Permanent Mission) that have earlier shown their willingness to contribute to the PKO. With the Note Verbale, the Permanent Missions will receive administrative and operational guidelines, to ensure that contributing countries have the basic information about the new PKO.
- e. The Note Verbal and administrative and operational guidelines are the basic documents that nations are entitled to use to prepare their contingents/personnel before deployment to the mission area. Also, this information describes reimbursement procedures to recover PKO costs.

NOTE: The UN may employ a "Terms of Reference" (TOR) document, jointly approved by the UN and the contributing nation(s) delineating responsibilities. The UN views this as a starting point of known support they require. As the mission progresses, additional requirements (mission creep) may surface. The unit commander should ensure before committing to any missions not in the TOR, that the UN has approved the task and agreed to reimburse any cost.

The UN is more than willing to allow a contributing country to lean forward and expend their resources to get the mission accomplished. In general, the UN approves reimbursement of costs if properly coordinated and justified. But they are not usually pro-active in this respect.

### 3. COMMAND AND CONTROL OF PKO's:

Command is retained by the Security Council through the UN Secretary General (SG) at the United Nations Headquarters (UNHQ) in New York. Under the control of the SG are some 25 separate departments, offices and agencies, more than 80 special committees, close to 300 offices world wide and many PKOs. Day-to-day responsibility for PKOs is delegated to the Under-Secretary-General for Peace Keeping Operations (USG-PKO) who ensures the proper handling of UN PKOs.

### 4. DEPARTMENT OF PEACE KEEPING OPERATIONS (DPKO):

a. The USG-PKO is responsible for the DPKO and the planning/execution of PKOs. He keeps abreast of the relevant political and operational developments around the world. He arranges for such basic requirements as ceasefire and status of forces agreements and other political actions related to the setting-up of PKOs. The DPKO is responsible for establishing and providing logistic support to UN operations and provides direction to field missions.

b. Within the DPKO, the Military Advisor of the UN (MA), has the role of providing advice on military matters that have an affect on the political negotiations. He also deals with member states' permanent missions regarding their contributions.

c. Also inside the DPKO, the Field Operations Division (FOD) coordinates all administrative and logistic support of field missions. FOD is divided into two functional areas of activity, planning and operations. The planning division addresses future requirements, while the operations division handles day-to-day support of UN field operations. The operations division is divided into three sections; Field Personnel, Finance and Budget, and Logistics and Communications. Member nations provide logistics experts to work in the FOD. Depending on the circumstances, the FOD may also operate a Logistics Coordination Center (LCC) and/or a Movements Coordination Center (MCC).

### 5. BASIC STRUCTURE OF PEACE KEEPING OPERATIONS:

a. Under the DPKO, the basic structure of a PKO mission on the ground may include:

(1) *A Head of Mission*, responsible for the mission, called Special Representative to the Secretary General (SRSG), Chief of Mission, or Force Commander. The SG delegates authority for the PKO to the SRSG in the field. The SRSG shall have general responsibility for the good order and discipline of the PKO.

(2) *The Director of Administration (DAO) or Chief Administrative Officer (CAO)* is the appointed representative of the Field Operations Division (FOD), to a force or mission headquarters. He is the principal advisor to the Head of Mission on all matters relating to the administration and financing of the mission. He is responsible for the preparation and timely submission of the budget estimates for the mission.

(3) The other elements of a PKO may include:

- (-) Civil Affairs Office
- (-) Military Component (example: US Army Units)
- (-) Military Observers Component (Individual Soldiers)
- (-) Civilian Police Component
- (-) Specialist Civilian Components (such as electoral, referendum, legal, etc)

b. The above list of personnel/units/groups are defined by the UN into one of three categories:

(1) UN Staff: composed of personnel linked to the UN through a contractual basis, either coming from the UN Secretariat, other UN agencies/offices, or recruited in the mission area.

(2) Troops/Contingents: composed of military units and staff military officers,

(3) Expert Personnel: composed of personnel sent to the mission by contributing countries on a loan basis such as Military Observers, Civilian Police, Polling Station Officers, etc.

At Annex III A is an example of a Basic organization Chart for a PKO HQ.

#### IV. LOGISTICS SUPPORT OF UN PKOs:

##### 1. UN LOGISTICS CONCEPT:

a. UN logistic system relies on member states being self sufficient at unit level for a given period, normally between 60 and 120 days. This period is designed to allow time for the UN Field Service to organize: the Force HQ; the in-theater UN logistic structure; acquire real estate and facilities; Status of Forces Agreements; contracts; and local Memoranda of Understanding to be completed.

b. After the self-sustaining period the UN will normally provide a measure of continuing support through a system of Lead Nations (where one or more nations provide the support to the other nations of the PKO under a reimbursable agreement), establishment of a Force Logistic Support Group (FLSG), a civilian contractual arrangement, or a combination of the above. Normally the UN coordinates for bulk supplies, such as water, fuel, rations, a range of common user items including UN clothing, domestic consumables, batteries, some vehicle spares, accommodation stocks and services such as laundry and bath, and waste disposal.

(1) *Lead Nation Concept.* Medium sized missions for example Somalia, may be centered on one principal member state's contingent. In such cases the member state would assume responsibility for providing an agreed upon list of logistics support to the other nations and would maintain resupply links to its home base. Other elements of the force would rely on the principal member state for the bulk of their administrative and logistic needs. There will still be a requirement for contingents to have national representation within the lead state's logistic organization to ensure national interests are provided for.

(2) *Force Logistic Support Concept.* In the case of all but the smallest missions, support depends on the UN finding a member state, or states, to accept the responsibility of forming the structure of the Force Logistic Support Group (FLSG) (NOTE: the US Army agreed to form the FLSG in Somalia). At Annex III B is an example of an FLSG. The FLSG will incorporate logistics units from the other participating nations referred to by the UN as National Support Elements (NSEs). A member state accepting the FLSG role will be responsible, in coordination with the Chief Logistics Officer at Force HQ, for the establishment of local contractual arrangements in support of the force. The FLSG, under the direction of the UN Force HQ, will likely use the Lead Nation Idea for nations with a "comparative superior ability" to provide support to the other nations of the PKO. Despite the formation of an FLSG, there will always be a requirement for member states to be self sufficient for unique national elements of resupply, particularly repair parts, clothing and major end items replacement.

NOTE: Due to the relative sophistication of U.S. military equipment/systems and the life style that U.S. soldiers are accustomed to, commanders must clearly understand the level and quality of support the UN may provide. If the UN provided support is not up to U.S. standards, the commander should bring that support along in his organic capabilities, this is particularly critical in the medical field. However, if the organic support that the unit brings along is significantly more extensive than that laid out in the UN agreement, the costs associated with that support may not be reimbursable.

(3) *Civilian Contractor.* As the mission progresses the UN will attempt to economize the logistic support through the use of civilian contractors. The general aim will be to achieve the most economical logistic organization that will both meet the demands of the force and release military manpower for redeployment. The overall process will be coordinated by the Force HQ and will be a unique solution for each mission.

##### 2. PKO HO LOGISTICS STAFF OFFICERS:

a. *Chief Logistics Officer (CLO).* As a military staff member of the Force HQ, the CLO is chosen from among the countries contributing contingents for the PKO. The CLO is normally the senior logistics commander and likely the commander of the FLSG. The same principle applies, as with PKO civilian appointments, which the senior posts are divided proportionally between the major (size) contingents and that subordinate posts are allocated among all the contributors. In operations where the logistics support organization is being provided by a single contributing country, it is natural that the CLO should come from that country. Where more than one country is involved in the management of the logistics system, the selection of the CLO will be made most likely from the nation contributing the largest contingent, subsequently the appointment could rotate among all members.

(1) The CLO is responsible to the Force Commander for directing and setting up the logistics support for the Force and its contingents. The day-to-day administration of the logistics units is his mandate. He is however answerable to the UN Chief Administrative officer (CAO) for conforming with the financial constraints set by the UN. His supply, maintenance and equipment requirements require the approval of the CAO before being submitted to UNHQ.

(2) The CLO will set up the logistics base in a location provided by the host government under a formal agreement with the UN. The CLO is responsible for the organization and operation of the FLSG (if one exists) and for the SOPs that govern the functioning of the logistic system. He is helped by a small policy and planning staff at Force HQ and an operating staff in the logistics base.

(3) The CLO staff will normally coordinate these aspects of logistics:

- (-) supply support and services;
- (-) maintenance beyond basic unit capability;
- (-) transport services including forward supply via road, air, sea and rail;
- (-) food services and hygiene standards;
- (-) postal services; and,
- (-) other support as directed by the UN and agreed upon by all parties in formal documents.

NOTE: Commanders should make early contact with the CLO and his staff.

b. *Chief Personnel Services officer.* Responsible for those aspects on UN logistics related to:

- (1) personnel administration in terms of Force/Component wide concerns such as personnel identification, unit personnel status, leave policies, administrative investigations and boards of inquiry;
- (2) personnel recreation and welfare;
- (3) maintaining the military component central registry and records section; and
- (4) coordinating the production and issue of military component publications such as SOPs and the mission newspaper.

c. *Chief Medical Officer.* Responsible for policies and directives on the handling and treatment of mission casualties (administrative and operational), preventive medicine (hygiene), and medical aero-medical evacuation in consultation with the Force HQ Air Staff.

d. *Chief Air Operations.* Responsible for the coordination of all air resources in support of operations and issuing air taskings.

e. *Chief Provost Marshall.* Responsible for coordinating physical security over UN personnel (in consultation with UN security staffs), property and material in consultation with the military operations staff, conducting police investigations (in cooperation with local authorities) and traffic control of military operations/convoys.

f. *Force Signals Officer.* In consultation with the CAO Communication officer, responsible for coordinating the provision of in-theater communications for the military component. In addition, providing computer related services in terms of requirements, training and maintenance.

g. *Chief Engineer.* Responsible for the coordination of field engineer support, accommodations and construction services in consultation with the CAO's General Services Management Officer.



## V. PHASES OF A UN PEACEKEEPING OPERATION:

United Nations operations can be broken down into six distinct phases, each with their separate logistic support requirements. These phases are: Standby, Warning, Mounting, Deployment, Sustainment and Redeployment. These phases are described in detail below. NOTE: The phases described provide commanders's an understanding of UN operational planning methods.

### 1. STANDBY PHASE:

The standby phase begins when the Secretary General (SG) decides that a particular situation may require UN involvement. Before formal notification to the General Assembly, a UNHQ fact finding and technical survey team is normally dispatched to the problem area to report on the political, diplomatic and military situation. As part of the survey, the UN logistic representative should conduct a macro logistic reconnaissance to find out the availability of host nation support, existing logistic infrastructure and possible general support contracting options. The results of that macro reconnaissance coupled with the proposed operational force structure required to conduct the mission will provide the basis for the initial budget estimate required to support the SG recommendation to the General Assembly.

### 2. WARNING PHASE:

The warning phase is initiated when the security council approves the UN resolution calling for the creation of a peacekeeping mission. Simultaneously, the preliminary budget and manpower requirement estimates based upon the initial technical survey are approved. Before actual mounting of the operation, a comprehensive budget must be developed, reviewed by the Advisory Committee on Administrative and Budgetary Questions and approved by the General Assembly. Under current UN strictures (rules) no funds can be expended until the budget is approved.

### 3. MOUNTING PHASE:

This phase begins with approval of the budget by the General Assembly. The Department of Peacekeeping Operations (DPKO) is given general responsibility for the technical and operational control of the mission, while the Field Operations Division (FOD) is responsible for budget execution.

a. Logistics planning must be further refined and formalized at this time. Participating nations will be invited to perform logistic reconnaissances to refine national logistic requirements and develop a preliminary concept of logistic operations. The mounting phase will involve the following critical logistics actions:

- (1) determination of phased deployment schedules;
- (2) establishing the period that each contributing nation will be required to be self supporting;
- (3) determination of air/sea lift requirements;
- (4) securing air/sea lift from contributing nations and/or UN commercial contracts;
- (5) establishing theater reception and onward movement control capabilities;
- (6) initiating local and/or international contracts for logistic support of the mission; and
- (7) deployment of an advance command and control element.

NOTE: Individual Army unit commanders normally do not conduct the actual recon; however they should request through their chain of command a copy of the Trip Report from the U.S. Agency that conducted the recon.

b. *Preparation of Military Units.* This is the responsibility of each nation. Each designated unit should be fully equipped according to the nation's basic issue/load for the geographic location of the mission area (temperate, arid, arctic, etc.) Specific areas to review during planning for deployments are:

- (1) *Weapons.* Weapons and ammunition requirements will be decided on a case by case basis.

NOTE: The deployment of weapons is a very sensitive issue with the UN. The rules for which categories/type of weapons are authorized, must be clearly understood by all parties before deployment.

(2) *Rations.* Once UN food and water contracts are established, each item will be supplied according to the UN Ration Scale. This scale will be modified as necessary to be compatible with the contributing nation's basis of ration issue and to cater for national food tastes and religious dietary customs. National ration scales (basis of issue) should be provided to the FOD and the CLO staff when possible. Normally the U.S. Army provides it own rations during UN PKOs, and does not require UN support. Commanders need to plan their ration support concept in detail to ensure their soldiers continue to receive the quality and quantity of rations as directed by Army Policy.

NOTE: The U.S. Army provided rations to several nations in Somalia, under the lead nation support concept. Because of our relatively sophisticated ration system, the UN may ask the U.S. to provide this support for future PKOs.

(3) *Communications.* Commo between Mission Headquarters and formed units will be provided by the Force Communications Unit. Military units should be capable of providing their own internal commo for operations.

Note: The UN will not reimburse the U.S. Army for the cost of establishing a national communications link between the deployed unit and the United States.

(4) *Engineer Support.* Many areas that PKOs are conducted either have limited infrastructure or significant damage has occurred to the infrastructure. Commanders must seek out as much information as possible from all sources to learn the extent of engineer support to deploy.

NOTE: Since many PKOs ultimately include some Humanitarian Relief Support, which usually entails repair of infrastructure, engineer support is normally planned in detail. However, if the U.S. conducts infrastructure rebuild that is not specifically requested by the UN we may not receive reimbursement. Conversely, a commander may decide that he needs to repair part of a road to execute his mission, although UN reimbursement will not be provided; this is a commander's call on the ground — but commander must be aware of the financial impact.

(5) *Environmental Preparation.* Commanders must ensure potential environmental issues are considered in the early stages of deployment planning, to avoid health, safety, and potential political problems. This very important deployment aspect of any operation, may not get the full attention it warrants by the UN planners.

(6) *Preparation of Vehicles.* Contributing nations are responsible for ensuring all vehicles and trailers are painted white with appropriate UN markings before deployment. The letters "UN" are to be painted in black on each side of the vehicle, on top to be read looking down from the front when facing the vehicle, and at the rear.

NOTE: Specific guidance on painting of Army equipment will be provided by HODA. If guidance is not issued, commanders should seek clarification through their Chain of Command.

c. *Preparation of Individual Personnel.* Along with all the standard Army and unit SOP items that deploying soldiers must have checked/prepared, the UN specifically requires the following:

- (1) All personnel must be fully informed and trained in:
  - (a) the geographical, cultural and historical background of the mission area, including the origins of the conflict, religious beliefs, customs and taboos.

- (b) the area's diseases, sexually transmitted diseases and first aid training emphasizing in particular treatment of injuries sustained in shooting and land mine incidents.

- (c) the UN mandate, operation's organization and Rules of Engagement (ROE). (NOTE: The ROE must be clearly understood by all!! Additionally, the ROE may change during an operation, and that change will require a period of further training. Not understanding the ROE may get a soldier killed or cause an international incident — the ROE, perhaps above all other items, requires direct COMMAND INTEREST and constant emphasis.)

- (d) Geneva Conventions of 12 August 1949 and their Additional Protocols of 8 June 1977 and the UNESCO Convention of 14 May 1954 on the Protection of Cultural Property in the event of armed conflict.

(2) *Personnel Identification.* While in transit to and from the mission area, all personnel must be in possession of identification with their national regulations. Upon arrival in the mission area, each person will be issued a UN specific ID card for use within the area of operations. Each soldier is required to carry four recent, 3cm by 3cm, color photographs for preparation of ID cards.

(3) *Personnel Clothing.* All soldiers should be fully equipped in accordance with their basic issue items. The UN will provide the following items to each soldier:

(a) one per person: UN blue beret, UN blue field cap, and UN metal hat badge.

(b) two per person: olive drab arm band, UN blue scarf.

(c) six per person: UN cloth shoulder patch.

(4) *UN Medical Standards:* The following conditions are generally considered as precluding service in peace-keeping area, but must be carefully assessed on an individual basis, taking into account the severity of the conditions and the particular area for which the member is being examined:

(a) ischemic heart disease;

(b) hypertension requiring medication;

(c) diabetes;

(d) malignancies;

(e) history of gastro-duodenal ulcers;

(f) ulcerative colitis;

(g) asthma, chronic bronchitis and emphysema;

(h) chronic nephritis and urinary lithiasis;

(i) severe lower back conditions;

(j) skin diseases (extensive eczema, cystic recurrent acne, skin cancer);

(k) allergies requiring significant treatment;

(l) members on special medication such as steroids, antituberculosis, chemotherapy, antidepressant and antipsychotic drugs;

(m) endocrine disturbance such as hyperthyroidism;

(n) members with unknown allergies to antimalarial medication;

(o) members with immune-compromised medical conditions which are contraindications to required vaccinations;

(p) serious psychiatric conditions requiring sustained medication.

NOTE: These UN standards should be reviewed by commanders during PKO deployment planning/preparation, however US Army Medical Policies/Standards will be adhered to.

d. *UN Coordinating Conference.* A coordination conference will be held at the UN Headquarters in New York prior to the Deployment Phase. Each contributing nation will be invited to send appropriate representatives to this meeting to finalize planning and administrative details.

NOTE: Depending on the size of the US Army contribution to the PKO, individual unit commanders may or may not attend this conference. However, all commanders must be aware of the conference and request through their chain of command a back brief on the items discussed.

#### 4. DEPLOYMENT PHASE:

This phase begins with the actual deployment of national contingents and UN personnel.

a. *Movement/Transportation.* The FOD will coordinate all transportation into and out of the theater. Any movements arranged by the contributing nation must be approved by the FOD. Failure to do so may result in that nation being reimbursed only that amount that the UN would have otherwise paid had the UN arranged the move. NOTE: The U.S. Army normally acquires its own transportation, in close coordination with the UN, through U.S. Air Force, Navy and/or civilian sources.

b. *In Survey Procedures.* The UN will accept financial responsibility for Contingent Owned Equipment (COE). To determine its liability, the UN requires contributing nations to prepare a schedule of the assessed value of the COE deployed with the contingent. This schedule, to be prepared prior to deployment, is known as an IN SURVEY and provides details of all vehicles, stores and equipment authorized by the UN to be taken into the mission area.

Upon arrival in the mission area, the FOD conducts a count/inspection of items actually deployed against those on the In Survey. After completion of this count/inspection, the In Survey becomes the prime document used by the UN for accounting for COE in the mission area and for assessing UN liability. Failure to compile the In Survey in the correct format may result in delays in obtaining reimbursement from the UN. Details of the requirements of the In Survey are provided at Paragraph VI 5 and ANNEX VI C.

#### 5. SUSTAINMENT PHASE:

Initially, larger missions rely heavily on military based logistic support upon deployment and then gradually transition to civilian and contractor support when it is acceptable and cost effective to do. NOTE: The U.S. Army's LOGCAP (Logistics Civil Augmentation Program), where civilian contractors provide a variety of logistics support to Army units, may be used extensively when the U.S. participates in UN PKOs. Commanders deploying on PKOs should become thoroughly familiar with AR 700-137, LOGCAP, 16 Dec 1985. The U.S. Army is the DOD Proponent for LOGCAP, and used LOGCAP to a great extent in Somalia for base support and morale, welfare and recreation improvements. Additionally, when the UN requested an expansion of the logistics support the Army had been providing, LOGCAP was chosen as the best alternative. The commander on the ground in a PKO will likely be deeply involved in the planning and execution of a LOGCAP contract. (POC's: HODA, ODCSLOG, DALO-PLO is the Army Proponent for LOGCAP. The Transatlantic Division, Corps of Engineers, located in Winchester Va, provides Contract Administration for LOGCAP ). Either of these offices can be contacted for further information and assistance with LOGCAP.

a. *Chief Administrative Officer (CAO).* The CAO is responsible for the sustainment of the force, specifically, for coordinating all actions necessary to ensure that the required support is available at the appropriate time and place. All requirements for sustainment support of the force are to be processed through the CAO's office. This includes requirements for both civilian and military components. As the sustainment requirements are identified, the CAO will initiate actions to provide support from the sources outlined earlier.

b. *Rotation - UN Policy.* A contingent rotation policy will be established by the UN based on the particular mission needs/environment. Rotation for units/personnel will be arranged by the FOD, normally using chartered commercial aircraft after international bidding. (NOTE: The U.S. Army will normally establish its own Rotation Policy, in coordination with the UN, and provide its own transportation.) It is the responsibility of the contingent's government to inform the UN as early as possible, but not later than six weeks prior to rotation, of the exact dates proposed and the number of personnel involved each way. The rotation should involve only personnel and personal equipment, including individual weapons. Unit equipment is usually not rotated. Since a number of airlines will be requested to submit bids for the contract, a national airline of the contributing nation can be expected to compete on equal footing with others. Any deviation from the rotation policy established by the UN for a particular mission must be approved in advance by UN representatives. Failure to obtain this pre-approval may result in non-payment of the expenses by the UN.

Additionally, failure to provide the necessary information in a timely manner may result in delays of the requested rotation schedule.

#### 6. REDEPLOYMENT:

Prior to the completion of the mandate, redeployment planning will be conducted in order to phase out the operation. This planning is usually in greater detail than the deployment phase. The redeployment phase is conducted in three stages: stocks drawdown planning, OUT SURVEY procedures and transportation planning.

a. *Stocks Drawdown Planning.* This is a process that will usually be ongoing as the roles of contingents change and the strength and equipment levels of the force are scaled down towards the end of the mission. The purpose of this process is to closely manage inventories to minimize redeployment and/or disposal costs. The CLO

and CAO must work closely to ensure inventory levels reduce as requirements decline.

NOTE: Commanders must also closely manage their stocks as the end of the mission draws near in order to minimize redeployment and disposal costs.

*b. Out Survey Procedures.* The In Survey document is maintained for the duration of a contingent's deployment with inclusions and deletions being made as contingent owned equipment (COE) issues and receipts are posted. The In Survey is also adjusted to reflect progressive write offs of stocks and equipment as they occur. At the time a contingent is to redeploy an OUT SURVEY count/inspection will be conducted jointly by the nation and the CAO. Consumption, as determined by differences between the In and Out Survey, is then calculated and used as the basis for national reimbursement. Further information on the conduct of the Out Survey is contained in Paragraph VI 5 and ANNEX VI C.

*c. Transportation Planning.* As in deployment, FOD will coordinate all transforation from the theater.

NOTE: The U.S. in coordination with the UN, will normally plan it's own redeployment transportation and schedule.

## 7. SUMMARY:

It is imperative that commanders at all levels ensure they coordinate to the greatest extent possible with the UN chain of command during each phase of the PKO. An open and constant line of communication will greatly enhance mission accomplishment and help ensure cost reimbursement from the UN.

## VI. COST REIMBURSEMENTS FROM THE UN:

### 1. Cost Calculation:

When calculating costs, which may be charged to the UN, the UN generally allows only the recovery of those costs which *directly* support the troops of the national contingent deployed on the PKO. In some instances this will equal the full cost of providing a service. Where a capital purchase is involved the full cost is appropriate. Full visibility of all costs which are to be subject to reimbursement by the UN will be required if payment is to be authorized. In this regard, lack of supporting documentation will likely result in significant delay or even non-payment.

### 2. Nature of Reimbursements:

In many instances the UN may agree that the costs incurred will be credited as an offset against assessed contributions (this has occurred with U.S. costs frequently). More commonly a member nation may decide to deploy more assets than the UN has sought as a contribution, on the understanding that the additional resources will be funded nationally (and remain under the direct control of that nation). Some national deployments in support of the UN contain elements of cost which are not accepted as a legitimate charge by the UN. These can cover such diverse matters as expenditures on the welfare of troops to the provision of some types of ammunition. It is UN practice that most costs are authorized on presentation of the necessary documentation. A list of UN costs eligible for UN reimbursement is at Annex VI A. With respect to the reimbursement of costs associated with equipment, the prime document used to support claims is the IN/OUT SURVEY. NOTE: Before agreeing to introduce new equipment/stocks into the theater, or implementing improvements to the deployed troops' morale, welfare and recreation services/facilities, commanders should establish with the UN chain of command which costs will be reimbursed.

### 3. Property Control and Inventory:

Property, in UN terminology, consists of supplies, equipment, buildings and land belonging to, or entrusted in the charge of the mission, or elements of the mission, whether acquired by purchase, rental, loan, donation or other means. Property control is covered in detail in Annex VI B (Extract from UN Field Administrative Manual – Property Control and Inventory).

## 4. Categories of Equipment and Property:

Equipment/property deployed in support of UN contingents is categorized as : UN Owned Equipment (UNOE), Contingent Owned Equipment (COE), National Owned Equipment (NOE) and Host Nation Owned Equipment (HNOE). Responsibility for the support of these categories is as follows:

*a.* UNOE is purchased and maintained by the UN.

*b.* COE is provided by the contributing nation, however is maintained by the UN (NOTE: In most cases the U.S. Army maintains it's own equipment and seeks operating/maintenance cost reimbursement from the UN). Ownership of COE is retained by member nations. The quantity and types of COE are provided in accordance with agreements between the UN and the contributing nation.

*c.* NOE is that equipment not approved by the UN, but considered essential, for security, communications, medical or welfare purposes by the member nation. Provision of support for this equipment remains the member nation's responsibility.

*d.* HNOE is equipment provided by the host government whether owned, leased or otherwise acquired by that nation for use by the UN. The UN is responsible for maintaining HNOE.

## 5. In and Out Survey:

*a.* While not difficult to prepare, the survey is probably the single most important document a unit will compile during a PKO. As stated earlier, it is the document that the UN uses to determine the costs that they will reimburse to the contributing nation. It is absolutely critical that unit commanders apply the appropriate importance to the accurate completion and timely updating of the survey. NOTE: The UN will not reimburse without surveys.

*b.* Responsibilities for Preparation of In/Out Survey:

(1) Contingents are to complete the survey document in the format specified at Annex VI C.

(2) FOD's Property Control and Inventory Unit (PCIU) is to conduct the In and Out inspection and provide assistance in compiling the survey document.

(3) Contingents are to forward the completed survey document to PCIU (located in the UN Head of Mission HQ).

(4) PCIU will forward the original copy of the survey to UNHQ.

## 6. Write Off of Equipment:

*a.* The CAO will normally receive a delegation of authority to write off property to the value of U.S. \$500. The local Property Survey Board (LPSB), to be established by the CAO, will normally have the authority to write off property to the value of U.S. \$6,000. Losses greater than this amount are to be referred to UNHQ for consideration by Headquarters Property Survey Board (HPSB). NOTE: Commanders are still required to process damaged, destroyed or lost equipment according to appropriate Army Policies and Regulations.

*b.* Military units are responsible for initiating write off procedures and forwarding the necessary paperwork to the Chief Logistic officer (CLO), in the case of larger missions, and to the CAO for smaller missions (those that do not have a CAO). The CLO and CAO will in turn forward the write off documentation to the secretary of the LPSB or to HPSB depending on the value involved. Details for equipment write off purposes are further explained in Annex VI B (Extract of UN Admin Manual).

## 7. Letter of Assistance:

*a.* When essential items are not available within a mission area, the UN will submit a requisition, known as a Letter of Assistance (LOA), for the items to be obtained from the most appropriate source of supply, usually the Government of the contingent requiring the item. The LOA is a contracting method by which the UN arranges for the provisioning of a special stock or service for a member nation. LOAs can involve UNOE as well as COE, and goods/services. A LOA normally authorizes a dollar value expenditure limit for the specific support. However, monies are not transferred at that time from the UN to the contingent or contractor providing the support under the LOA. Reimbursement is processed

through the UNHQ, and funds transferred after delivery of contracted support, and UN approval of the supporting documentation.

*b.* The authority for the approval of a LOA will vary from mission to mission. It may be delegated to the CAO in a mission area or may remain with the controller of FOD.

#### **8. Conclusion:**

With adequate planning and careful financial management at all levels, the UN should be capable of meeting its commitments both in relation to sustaining the force and to reimbursing member nations their entitlements. However, if the U.S. Government, and ultimately the Army, is to receive reimbursement in a timely fashion, commanders of units participating in PKOs must execute their responsibilities as outlined in this guide, with special emphasis on the In/Out Survey.

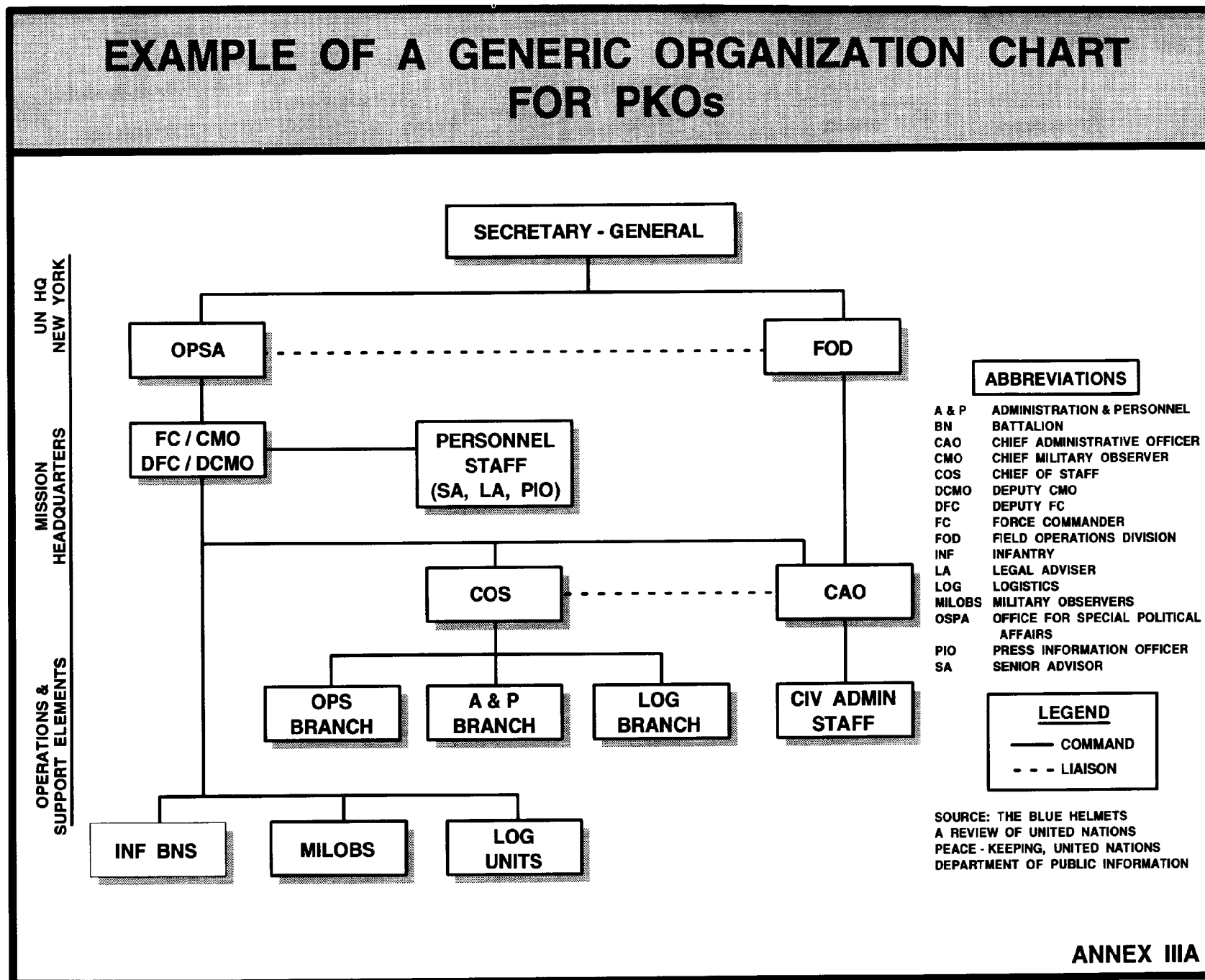


Figure 1. EXAMPLE OF A GENERIC ORGANIZATION CHART FOR PKOs

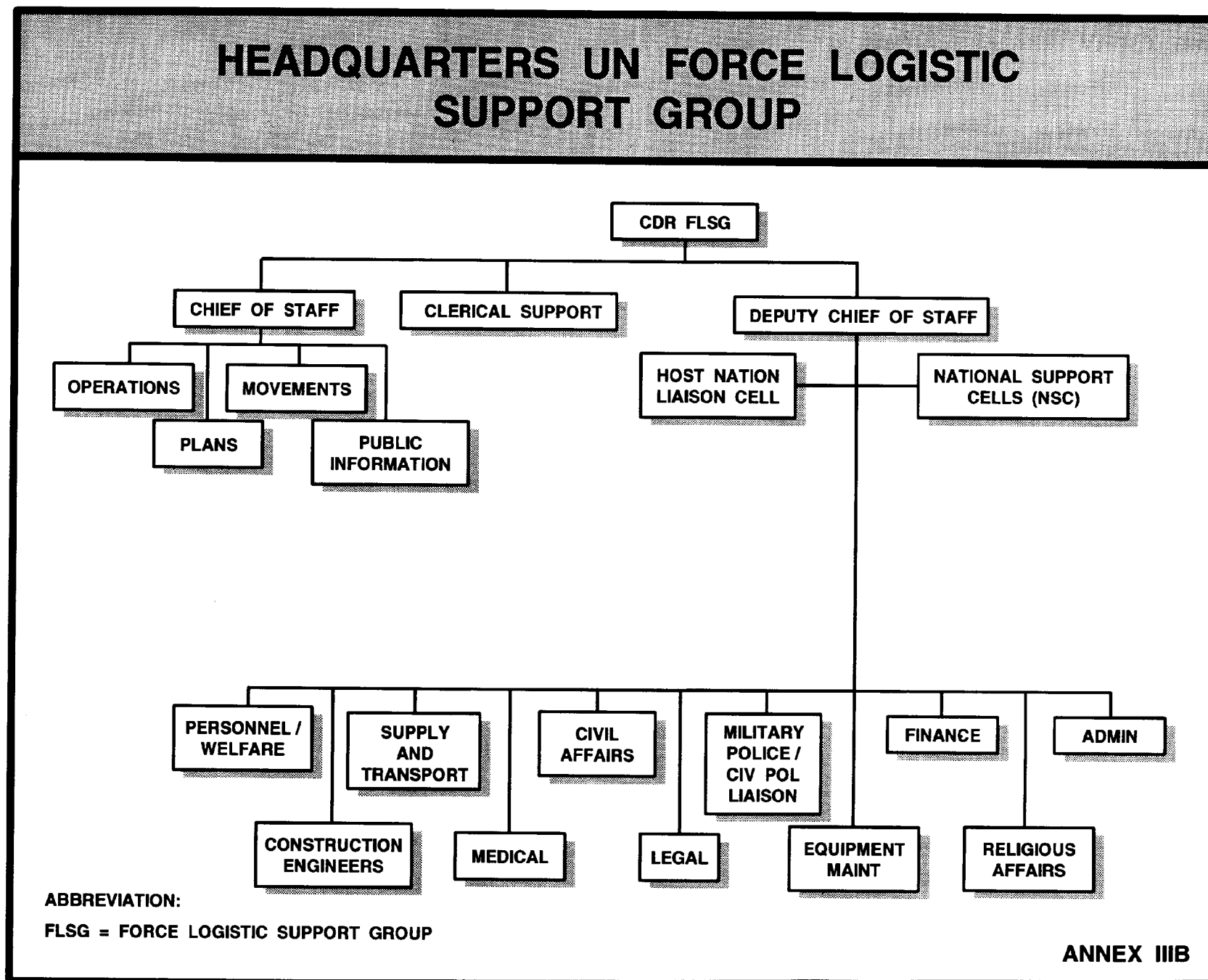


Figure 2. HEADQUARTERS UN FORCE LOGISTIC SUPPORT GROUP

## **Appendix ANNEX III C Force Logistics Support Group Concept**

### **1.**

A possible outline for a logistic support group of a large multinational mission is at ANNEX III D.

### **2.**

In the case outlined, the logistic support of the Force would rely on each contingent contributing to the Force Logistic Support Group (FLSG). One member nation would assume coordinating authority for the working of the FLSG while the other member nations provide National Support Elements (NSEs) to look to specific national needs. The member nation which accepts the role as coordinator may be expected to provide a headquarters with logistic command, control and communications facilities. Assignments within this headquarters would be filled by officers from the contingents forming the force. A suggested outline for the HQ is at ANNEX III A.

### **3.**

Some of the NSEs would be self sufficient and would hold the stocks up to and possibly above UN funded levels, others would not have this capability and would rely on cooperative resources and bilateral arrangements for their immediate requirements.

### **4.**

The benefit of the NSE concept, particularly in the early stages of an operation when Host Nation Support (HNS) may be difficult to establish, is that it enables the Force Chief of Logistics to pool resources once the initial deployments have taken place. This can be achieved through the National Support Cells in the logistic headquarters which are best placed to ensure that the principle of cooperation is achieved at the earliest opportunity.

### **5.**

This arrangement also provides a means of keeping contingents who may not have full NSEs provided with support, particularly if they are deployed before HNS is established. Once the deployment is stabilized, it should be possible to develop the in-theater logistic plan to include an integrated transport system incorporating direct support assets. As the operation progresses contributing member states may be requested to take particular responsibility for specific functions such as supply, general support transportation, fuel management, etc.

### **6.**

In the longer term, maximum use should be made of HNS and civilianization/contracting of base level logistics effort. This can be extended to the control and issue of all UN stocks, maintenance and provision of UN transport, accommodation provision and domestic services and engineering support.

### **7.**

The role of the Force Logistic Support Group would be to:

- a. Coordinate the reception into the theater of logistic stocks and their subsequent and continuing distribution forward to UN bases.
- b. Sustain the UN Force.

### **8.**

The role of the FLSG HQ would be to coordinate the provision, supply and distribution of consumables to the contingents. It would also carry out the instructions of the Chief Logistics Officer at Force

HQ. It would provide the Force HQs with visibility of logistic assets as required and ensure that any potential problems are reported to the Force HQ in sufficient time for resolution by the UN staff. It would also coordinate the recovery of men and material for specialist care and repair, as well as evacuation to their country of origin.

### **9.**

The NSEs in the FLSG HQ would act as the conduit/liaison for the member nations' contingents administrative matters/specific national needs to the Force HQ and to their home countries.

### **10.**

The FLSG must be capable of meeting:

- a. The surge of activity of the deployment phase and the the onward movement of troops and material to the contingent areas of responsibility.
- b. Assistance with the management of the national stock holdings required by the UN for initial deployment.
- c. The routine sustainment of the Force.

### **11.**

A more detailed account of the overall concept, highlighting some of the logistics problems and possible solution to be considered when planning and executing a UN deployment is at ANNEX III D. The annex is a stand alone document which gives planners guidance on the possible requirements for large UN deployments and draws lessons learned from recent missions.

## **Appendix ANNEX III D OUTLINE LOGISTIC SUPPORT CONCEPT —POSSIBLE SOLUTIONS**

Note: This Annex is drawn directly from the UN Manual for Peacekeeping Operations. While many of the points below may be obvious to commanders, this Annex establishes the UN logistics baseline which all contributing nations are expected to meet.

### **1. Introduction.**

Every UN deployment will be unique and pose different challenges to both the member nations' and Force headquarters' logistic staffs. The aim will be the same, to ensure that both the men and equipment are sustained and capable of carrying out their operational tasks. The solutions to the logistic problems of each deployment will similarly be unique and different. This Annex will give some possible solutions drawn from previous UN PKO missions.

### **2. General.**

There will always be some member nations who are better able to support their contingents than others. This has to do with the size of the nations' military, capability of their nation's air transport assets, their available sealift, their integral container handling and transport equipment or their ability to spend money on civilian assets to establish a national resupply chain.

### **3. Self Sufficiency Concept – Stock Levels.**

The UN dictates that on initial deployment member nations should be self sufficient for a number of days. This will vary from one operation to another and for different types of missions; it is one of the planning guidelines which must be set by the UN prior to deployment. The logistic staffs' of member nations should ensure they are aware of this requirement and of the required level of stocks to be held nationally in theater for the duration of the mission. For example, the UN may require contingents to be self sufficient for 60 days, and may require, or agree to fund, nationally held in-theater stocks of 30 days. Consequently, in this example, contingents should deploy with 90 days of stocks. This does not however

take into account resupply pipeline times and if, for instance, there is a 14 day ordering, processing, and pipeline time (order ship time) from member nations' depots it would be prudent for contingents to deploy with additional stocks to cover this time lag. It is also important that when member nations' logistic staffs are calculating stock levels the appropriate usage rates are applied as a basis for calculations. For example, peacetime usage should not be used for any but the most benign operations. In most instances, with the possible exception of ammunition, limited war time rates may be more accurate.

The UN planning staff should inform member nations of the mileage various types of vehicles may be expected to cover during the operation. Holdings of repair parts should then be adjusted accordingly. In the absence of direction from the UN, computation of this kind of data must be a priority for the logistic reconnaissance teams.

#### **4. Logistic and Reception Facilities on Initial Deployment.**

When a force initially deploys to an area of operations the UN will have established reception facilities. In the case of observer missions this may simply be the meeting of member nations' contingents at a sea/land or air point of entry and transport to a hotel or suitable accommodation facility. Vehicles and communications may then be supplied by the UN, briefings given and tasks assigned. For larger more complex missions, it may be necessary to establish holding and reception areas and contingents may be required to live under canvas or in temporary accommodations until barrack facilities, if available, are procured. The logistic recon is a vital step in ensuring that contingents have all the assets they require to unload equipment and establish base areas. Little assistance should be assumed from the UN logistic staff in the early days of any operation and member nations are responsible to ensure they deploy fully equipped. The Force Commander has the authority to request that the UN Secretary General return any contingent not ready for the mission.

#### **5. Deployment In Theater.**

It is both a member nation and UN responsibility to ensure that contingents have the assets required to deploy to their operational areas. In the case of missions which have a large number of vehicles there will be the requirement for ground engineering, fuel storage facilities, recovery and heavy lift transport. It is unlikely that HNS will be sufficient to meet all the demands in the initial stages and considerations should be given to the deployment of "surge elements" from national resources to meet these demands. Liaison between contingents' logistic staffs and UN force headquarters at the planning and reconnaissance stages of an operation may allow resources to be rationalized (consolidated) and assistance between contingents utilized at the earliest possible opportunity.

#### **6. Rationalisation of Logistic Assets.**

Once the initial stages of any operation are complete there will follow a period of consolidation during which logistic assets can be rationalised. The easiest way in which this can be achieved is for the contingent from one member nation to be designated as the coordinating authority for a particular base logistics area.

Once a member nation has agreed to act as the coordinating authority for a base area, other member nations operating from that base may be required to provide National Support Elements (NSEs) to operate within the base. A transport coordination cell with representatives from all contingents may be established in order to maximize all available transport lift and to design a distribution system to serve all forward bases. This will include a casualty evacuation system through to airheads for the return of casualties to home bases.

Demands from the contingents in the forward areas would be handled along national lines with NSEs meeting demands from their own stocks, UN supplies items (which may be from UN stocks, local purchase or through UN procurement office arrangements), or from national resupply. Items obtained from home bases will only be reimbursed if the supply of these items is agreed to before hand

by the UN.

Reception facilities into the base area from national and UN resupply lines would normally be through a multinational reception facility, again under the coordination of the headquarters of the logistic base.

#### **7. Civilianization and Contractorization.**

As a mission continues it will be possible to civilianize some of the static logistic facilities. This will release military personnel from the theater or allow for reallocation within the area of operations.

The UN will generally draw heavily upon HNS. The support which may be obtained will vary from country to country and also as the mission progresses. Examples of HNS will range from assistance with material handling at ports of entry to civilian labor, medical facilities, supplies, services and transportation.

In an effort to provide the most economical support the UN has recently used contractors within its own Mission staff (done in Cambodia and Somalia). This has been extended to the use of contracts let by international tenders for the supply of base area line support. In the future it is likely that once an operation has stabilized, warehousing, supply, maintenance, transport, salvage, equipment handling and reception facilities will be the responsibility of contract operators.

In the long term the UN may adopt a system of dormant contracts, to be activated at the initial stages of any deployment, and to have contractor reception facilities in place prior to the arrival of any of the contingents.

#### **8. Contingent and UN Owned Equipment.**

In the case of those countries which do not have their own vehicles and support equipment the UN will attempt to provide it. Equipment issues must be resolved prior to any contingent deploying to a particular mission. The UN will procure vehicles and equipment from the international market or from other member nations on a lease/repayment basis. The UN may also provide contract drivers for some equipment, should this be required. Maintenance of UN supplied equipment will be the responsibility of the UN.

Equipment owned by contingents may in the future be subject to leasing rather than depreciation agreements. In this way concerns regarding final ownership will not be raised. Additionally, such a process will simplify maintenance and reduce the numbers of LOAs for support. The onus will be on the contributing nation to maintain an agreed level of availability for equipment, with the UN paying agreed leasing charges and the cost of resupply to the theater. Member nations must ensure they have resolved equipment issues with the UN prior to deployment.



## **Appendix ANNEX IV A NATIONAL COSTS ELIGIBLE FOR REIMBURSEMENT BY THE UN**

The following list, although not exhaustive, details those reimbursable costs that a member state may incur when contributing to a UN mission:

- A.**  
Mission subsistence allowance;
- B.**  
Standard troop cost reimbursements including elements for personal clothing, equipment and ammunition;
- C.**  
Welfare costs including an element for recreational leave;
- D.**  
Rations;
- E.**  
Daily allowance to troops;
- F.**  
Travel to mission area, rotation and repatriation;
- G.**  
Death and disability awards;
- H.**  
COE; (contingent owned equipment)
- I.**  
Locally recruited staff salaries;
- J.**  
Rental and maintenance of premises;
- K.**  
Renovation of premises;
- L.**  
Building materials;
- M.**  
Utilities;
- N.**  
Prefabricated buildings;
- O.**  
Air operations in theater (fixed wing aircraft and helicopters);
- P.**  
Aviation fuel;
- Q.**  
Air crew subsistence allowance;
- R.**  
Aircraft ground handling costs;
- S.**  
Renovation of equipment;
- T.**  
Acquisition and rental of vehicles;
- U.**  
Repair and maintenance of vehicles;

- V.**  
Depreciation of COE; (contingent owned equipment)
- W.**  
POL;
- X.**  
Consumables;
- Y.**  
Vehicle workshop equipment;
- Z.**  
Vehicle insurance (if incurred);
- AA.**  
Communications equipment (including supply of spares and repairs)
- BB.**  
Misc Equipment including office furniture, medical and dental equipment, generators, fuel and water tanks etc.;
- CC.**  
Freight and cartage;
- DD.**  
Loss/write off of equipment; and
- EE.**  
Damage sustained in transit.

## **Appendix ANNEX IV B EXTRACT FROM FIELD ADMINISTRATIVE MANUAL PROPERTY CONTROL AND INVENTORY**

### **Section I Introduction**

- 1.**  
The management and control of United Nations property described in detail in the United Nations Procurement Manual under Section No. 21.00. The following is supplementary information to clarify points especially related to peacekeeping and observer missions.
- 2.**  
Property in United Nations terminology consists of supplies, equipment, buildings and land belonging to or entrusted to the charge of the Organization, whether acquired by purchase, rental, loan, donation or other means.
- 3.**  
In a peacekeeping or observer mission, United Nations property will normally consist of three groups, which must be properly controlled and recorded by the mission. These are:
  - a.* United Nations owned property
  - b.* Contingent owned property
  - c.* Property provided by the host government, whether owned, leased, or otherwise acquired by that government for the use of the United Nations.

### **Categories of United Nations owned Property**

- 4.**  
Expendable Property. Expendable property is defined as property with an original purchase cost of less than U.S.\$1,500 or an original

purchase cost of U.S.\$1,500 or higher, but with a serviceable life of less than five years, except for items defined as special items. Special items are defined as property considered to be “of an attractive nature” and having a minimum value of U.S.\$500. Examples include computers, cameras, television sets and calculators. Property records and controls need not be maintained for these except for special items.

**5.**

**Non-expendable Property.** Non-expendable property is defined as all items valued at U.S. \$1,500 or more per unit at the time of purchase and with a serviceable life of 5 years or more. Property records and controls shall be maintained on such items.

**6.**

**Real Property.** Real Property is defined as land, buildings and built-in fixtures. Normally, in accordance with the documentation establishing a peacekeeping operation, the host government will provide land and premises to accommodate the UN mission. By definition, the UN becomes responsible for maintaining property records covering the property.

**United Nations Owned Non-Expendable Property**

**7.**

All United Nations owned non-expendable property must be marked in accordance with the “Field Catalogue of United Nations Stock Numbers” and complete and accurate records kept of all supplies and equipment received, on hand, issued, sold, or otherwise disposed of. Separate records must be maintained for supplies or equipment belonging to the UN and supplies and equipment entrusted to the UN. In all cases, the records must indicate the accountable officer for the supplies or equipment in question.

**8.**

Monthly reports on variations in non-expendable property holdings will be conducted. The mission CAO in co-operation with the Chief Finance Officer, will complete a Non-Expendable Property Report (form PT.107(11-66)) recording in/out movement of supplies or equipment.

**9.**

A detailed year-end inventory of all non-expendable and “special item” supplies and equipment as of 31 December will be prepared and submitted to the FOD. The year-end inventory should include non-expendable property acquired through Headquarters, purchased locally or on loan or permanently transferred from any other office. Items on loan as well as items under survey should each be listed separately, with relevant information.

**10.**

Similar inventories should also be prepared when there is a change in incumbency of the posts of CAO or Head of mission. Inventories taken at those times shall be signed by both the incoming and outgoing officers, who shall certify that a physical inventory check of non-expendable property has been made. If the change in incumbency occurs no more than 90 days before year-end and an inventory check has been duly made, a separate check to correspond with the year-end closing of the accounts is not necessary.

**Property Held by Contingents**

**11.**

Contingents may hold property issued to them by the United Nations as well as property brought into the mission area by them in

accordance with the Aide Memoir setting guidelines for governments contributing troops to the peacekeeping operation. The latter becomes “Contingent owned Equipment” (COE). If additional stores, equipment and/or vehicles are later required, the UN may request the troop-contributing government to provide them under a Letter of Assistance.

**12.**

Contingent owned equipment is subject to logistics control by mission headquarters, and inventory control by the CAO or Head of mission, as represented by the property control and inventory unit.

**Depreciation Payments**

**13.**

COE which is brought into the area of operation with the prior approval of the UN as essential to the proper performance of the duties of the national contingent becomes subject to depreciation payments by the UN. The cost estimates of a mission shall provide for such payments to troop contributing governments over a four year period at standard rates of 30, 30, 20 and 20 per cent successively.

**14.**

This four year formula is based upon the assumption that the property will be utilized in the mission area until designated beyond economical repair and accordingly written off. The residual value of any equipment repatriated to troop contributing countries before the end of its useful life and for which full payment has been made for depreciation reverts to the UN.

**15.**

The amount payable in respect to COE in a mission of short duration shall reflect only the cost of its net depreciation, taking into account its age and condition at the time it entered mission service, its normal life expectancy when new, its total period of service in the mission and its condition when repatriated.

**16.**

After completion of the four year period of depreciation, the property becomes UN owned. However, in practice, it normally remains with the contingent and is returned to the troop contributing country after completion of the mission or when the contingent is withdrawn. The residual value remaining being credited against the outstanding amount owed by the UN to the government concerned.

NOTE: The formula for depreciation is subject to rewrite and paragraphs 15, 16, 17, and 18 will be revised to reflect this.

**17.**

It is essential that accurate records be maintained in the mission of the quantity, condition and value of the COE as well as the dates of entry and exit of items to and from the mission area. Such records shall form part of the supporting documentation for all claims lodged by the troop contributing governments against the UN for COE depreciation payments.

**In and Out Surveys**

**18.**

In and Out Surveys shall be conducted when a unit arrives in the mission area, when a unit withdraws from the mission area or when a unit commanding officer changes. Supplementary surveys should be carried out when directed by the CAO/Head of Mission or Chief

Logistics officer (CLO) or at end of year in accordance with UN regulations.

**19.**

It is the responsibility of unit commander to forward copies of the in and out surveys to their home governments for pricing and claim actions. It is essential that accuracy in maintaining these documents is of utmost importance to both the governments concerned and the UN.

**20.**

In and Out Surveys shall in all cases be physical surveys and shall cover both COE and property issued to contingents by the UN. This is done to ensure that both the unit commander and mission headquarters are aware of all stores, equipment and vehicles held by the unit.

**21.**

All contingents are required to submit a monthly update of all COE brought into or removed from the mission area. The updates should be submitted to the Chief of the Property Control and Inventory Unit and to the CLO. In a small mission, the report should be submitted directly to the CAO or to the CTO or CCO for vehicles or communications equipment.

**22.**

All units are financially responsible to the UN for all materials, vehicles and other equipment held. In the case of military units, this responsibility is vested in the commanding officer.

**Write Off and Provisional Condemnation of UN and Contingent Owned Equipment**

**23.**

Each unit must maintain accurate records of all UNCE and COE. When a loss or damage occurs to property which makes it unusable, standard write off procedures must be initiated so that accountability can be dropped and a replacement item requisitioned and received.

For the purposes of this handbook, write off means a method of taking something off of accountable records, and does not imply a particular method of property disposal. Write off procedures are for property which has been stolen, hijacked, burnt or lost or which has become unserviceable due to normal wear and tear or other reasons.

**Authority for Write Off**

**24.**

The CAO shall normally receive a delegation of authority from the USG/OGS to establish a Local Property Survey Board (LPSB) and to write off items to a value of U.S. \$1,500 per occurrence under that authority. The LPSB shall also normally receive the authority to write off an items, or items, up to a value of U.S. \$6,000 per occurrence. Losses above that level shall be referred by the LPSB for consideration by the Headquarters Property Survey Board (HPSB). Vehicles, regardless of cost, may be written off by the LPSB.

**25.**

All cases regarding surcharges against staff members or other, regardless of the value of the items involved, and any case involving a gift, donation, transfer or sale of property at minimal cost shall also be referred to the HPSB for action.

**Initiation of Write Off**

**26.**

The unit initiates the write off procedure. For military units, the required forms are submitted to the CLO who may authorize a temporary write off which allows the unit to request a replacement. Civilian units will submit their forms to the CAO who may authorize temporary write off pending final resolution by the CAO, LPSB or the HPSB.

**27.**

The CLO or CAO shall submit the write off vouchers (Provisional Condemnation Certificates) to the Secretary of the LPSB for action. When the case has been adjudicated, the LPSB will notify the CLO or CAO who in turn will notify the unit.

**Board of Survey Team**

**28.**

The board shall visit units as required, inspect the property in question and submit a survey report with recommendations as to its condemnation and/or other disposal. It is the responsibility of the units to deliver items to be inspected to a centrally designated location and ensuring that UNOE and COE are stored separately. It is also the responsibility of the unit to ensure that UNOE and COE write off requests are submitted on separate documents.

**29.**

Board composition may include representatives from the mission PCIU, the mission's logistics branch, the chief transport office, and experts on vehicles and/or other property involved.

**Procedures for Write Off**

**30.** The procedures governing each mission are developed by the CAO and provided to contributing countries upon arrival in the area of operations.

**31.**

Reports of write offs and property losses will be submitted every six month to the HPSB.

**Appendix ANNEX IV C  
IN/OUT SURVEY REQUIREMENTS**

**Format**

**1.**

Enclosed at Appendix I is the format to be used for In/Out Surveys. Once the In Survey has been completed and certified as to its correctness by accredited representatives to both the UN and contingent, a copy of the completed survey is to be forwarded to UN New York and respective governments.

**2.**

The In Survey is to display contingent equipment, spare parts and stores in the categories shown below:

- a. – Catering Equipment
- b. – Communication Equipment
- c. – Electrical Equipment
- d. – Engineering Equipment
- e. – General Stores
- f. – Medical and Dental Equipment
- g. – Optical Equipment
- h. – Tentage
- i. – Armaments
- j. – Miscellaneous
- k. – POL
- l. – Ammunition
- m. – Rations
- n. – Medical Supplies

**3.**

Vehicle In-Survey. A discrete section of the contingent In/Out Survey document is to record all details of contingent owned vehicles. Mandatory headings include the following:

- a. – National registration
- b. – UN registration (inserted upon issue of UN numbers)
- c. – Chassis number
- d. – Engine number
- e. – Odometer reading (can be inserted during UN In-survey check)
- f. – Value (per unit)
- g. – Year of manufacture
- h. – Point of entry (port and country)
- i. – Date of entry into mission area (date of arrival at POE)
- j. – Damages to vehicles upon arrival into mission area

**4.**

Guidelines to apply for the calculation of the value of an item of equipment or supply are shown at Appendix 2.

**LIST OF CONTINGENT OWNED EQUIPMENT  
IN/OUT SURVEY**

CONTINGENT:

DATE OF IN SURVEY:

DATE OF OUT SURVEY:

EQUIPMENT CATEGORY:

1	2	3	4	5	6	7	8	9	10	11	12	13

Figure C-1. List of Contingent Owned Equipment In/Out Survey

**1.**

Serial Number – to be sequential.

**2.**

National Stock Number where applicable. Items without stock numbers to be shown as NIC (Not in Catalogue).

**3.**

Designation – a short description of the item; i.e. truck, utility, FFR, one(l) ton.

**4.**

Equipment national registration number, or manufacture's serial number.

**5.**

Year of manufacture/refurbishment.

**6.**

Cost per item.

**7.**

Quantity of items checked into mission area.

**8.**

Total value of the specific items; ie column 7 times column 6.

**9.**

Quantity of items checked out of mission area.

**10.** Total value of items checked out of mission area i.e. column 9 times column 6.

**11.** Quantity of items consumed during mission; i.e. column 7 times column 9.

**12.**

Total value of items consumed during mission; i.e. column 6. (or column 8 minus column 10)

**13.**

Enter any qualifying remarks and record condition of equipment.

## **Glossary**

### **ANNEX IV D LOGISTIC DEFINITIONS**

#### **Section I**

##### **Abbreviations**

This section contains no entries

#### **Section II**

##### **Terms**

##### **Ad Hoc Movement.**

A movement which may occur at any time, for which necessary or appropriate planning data is not yet available. This movement will be partially or fully planned as soon as the required information has been provided.

##### **Administration.**

The management and execution of all military matters not included in tactics and strategy: primarily in the fields of logistics and personnel management.

##### **Administrative Control.**

Direction or exercise of authority over subordinate or other organisations in respect to administrative matters such as personnel management, supply, services and other matters not included in the operational missions of the subordinate or other organisations.

##### **Administrative Order.**

An order covering traffic, supply, aintenance, medical (including evacuation), personnel and other administrative details.

##### **Administrative Plan.**

A plan, normally related to and complementing the operation plan or order, which provides information and instructions covering the logistic and administrative support of the operation.

##### **Aeromedical Evacuation.**

The movement of patients to and between medical treatment facilities by air transport.

##### **Agreements.**

Agreements are contracts between member states or between the UN and member states.

##### **Airhead.**

A designated area in a territory which, when secure, ensures the continuous air landing of troops and materiel and can be used as a base for supply and evacuation by air.

##### **Air Logistic Support.**

Support by air landing or air drop, including air supply, movement of personnel, evacuation of casualties and prisoners of war, recovery of equipment and vehicles.

##### **Basic Stocks.**

stocks to support the execution of approved operational plans for an initial predetermined period.

##### **Bulk Petroleum Product.**

A liquid petroleum product transported by

various means and stored in tanks or containers having an individual fill capacity greater than 250 litres.

##### **Bulk Storage.**

Storage in warehouse of supplies and equipment in large quantities, usually in original containers, as distinguished from bin storage.

##### **Central Procurement.**

The procurement of material, supplies, or services by an officially designated command or agency.

##### **Co-ordinating Authority.**

The authority granted to a commander or member state assigned responsibility for co-ordinating specific functions or activities involving forces or two or more countries. Such a responsibility gives the authority for consultation between the agencies involved or their representatives, but does not give the authority to compel agreement. In the case of disagreement between the agencies involved, attempts should be made to resolve the issue by negotiation. In the event that this fails, the matter shall be referred to the appropriate higher authority.

##### **Commonality.**

A state achieved when groups of individuals, organisations, or member states, use common doctrine, procedures or equipment.

##### **Compatibility.**

The capability of two or more items or components of equipment or material to exist or function in the same systems or environment without mutual interference.

##### **Concept.**

A notion or statement of an idea, expressing how something might be done or accomplished, that may lead to an accepted procedure.

##### **Contingent Owned Equipment (COE).**

This describes any military equipment owned by a member state brought to the mission area with the prior agreement of the UN secretariat and for which the member state intends to claim reimbursement.

##### **Contractorisation.**

The process by which military operations, generally in the logistic field, are transferred to a civilian body undertaking the same task under contract.

##### **Contract Maintenance.**

The maintenance of materiel performed under contract by commercial organizations.

##### **Cross-servicing.**

That function performed by one member state for another for which the other member state or UN may be charged.

##### **Direct Support.**

That support given by a member state from its own integral logistic unit directly to its

contingent deployed on a UN operation. Resupply may be along national lines of communication or under the terms of nationally arranged agreements in the theatre of operations. This is frequently referred to as first line support.

##### **Distribution Point.**

A point at which supplies and/or ammunition are delivered for distribution to member states' contingents.

##### **Distribution System.**

That system of facilities, installations, methods and procedures designed to receive, store, maintain, distribute and control the flow of military materiel between the point of reception into theatre and the point of issue to using units.

##### **Force Logistic Directive.**

That document produced by the Force Headquarters which details the required level of stock holding of the contingents, the overall logistic support plan, the requirements from contributing member states and should include the Force Logistic Standing Operating Procedures. This document is produced under the direction of the Chief Logistics Officer.

##### **Force Logistic Support Group (FLSG).**

An aggregation of military and civilian personnel forming the logistic support for a UN force. The FLSG operates in most cases under the co-ordinating authority of one or more member states, depending on the size and geographical spread of the operation, each base area may be under separate member state co-ordinating authority. The headquarters FLSG operates under the guidance of UN Force Headquarters.

##### **General Agreement.**

These are basic agreements normally conducted at government to UN level. They are sometimes known as umbrella agreements or as Memorandum of Understanding.

##### **General Support.**

That support which is given to a force as a whole and not as part of a the support given to particular member states contingent. This is frequently referred to as second and third line support.

##### **Host Nation Support (HNS).**

Civil and military assistance rendered by a host member state to UN forces deployed within or staging through that member state, based upon agreements mutually concluded between the member state and the UN.

##### **Integrated Logistic Support.**

The process by which all available materiel, administrative and sustainment systems are combined to form the most effective and cost efficient support system.

##### **International Logistics.**

In the context of this manual International

Logistics encompasses the process of negotiating, planning, coordinating and implementing logistics support between the civilian and military components of member states and international organizations. It incorporates member states' facilities, technologies, materiel and services, and aims to achieve the intermeshing of policies, programs, procedures and other applicable components of military and national support to produce an integrated logistics system between those member states contributing to UN sponsored missions around the world.

#### **Interoperability.**

The ability of systems, units or contingents to provide services to and accept services from other systems, units or contingents and to use the services so exchanged to enable them to operate effectively together.

#### **Letter of Assist(ance).**

This is a contracting method by which the UN arranges for the provisioning of special supplies or services from a government, based on the issue of a numbered letter as authority.

#### **Lines of Communication.**

All the routes, (land, water and air,) which connect an operating UN force, with home bases of the contributing member states, along which supplies and personnel move. Internal lines of communication are those routes within the theatre of operations along which supplies and personnel move.

#### **Logistic Assessment.**

An evaluation of the logistic requirements for a UN Force or contingent which is part of that force, in order that that force, or part of that force, can conduct UN operations in a particular theatre of operations. Included in the assessment will be the actual and/or potential logistics support available within that theatre of operations.

#### **Logistic Assistance.**

A generic term used to denote types of assistance between member states involved on UN operations.

#### **Logistics.**

For the purposes of this manual Logistics is defined as the science of planning and carrying out the administration, movement and maintenance of forces and includes activities related to communications, engineering and air/aviation services.

#### **Maintenance.**

All action taken to retain materiel in, or restore it to, a specified condition. It includes, inspection, testing, servicing, classification as to serviceability, repair, rebuilding and reclamation.

#### **Materiel.**

All items, including ships, tanks, self propelled weapons, aircraft, etc., and related spares, repair parts and support equipment,

but excluding real property, installations and utilities; necessary to equip, operate, maintain, and support UN activities without distinction as to its application for administrative or combat purposes.

#### **Mission.**

An operation in a particular geographic area which has been sanctioned by the UN General Assembly to be undertaken by contingents from member states.

#### **Mounting.**

All preparations made in home bases or areas designated for that purpose, in anticipation of an operation.

#### **Movement Control.**

The planning, routing, scheduling and control of personnel and freight movements over lines of communication: also organization responsible for these functions.

#### **National Military Authority.**

The government agency, such as the Ministry of Defence or Service Ministry, empowered to make decisions on military matters on behalf of its country.

#### **National Support Cell (NSC).**

That element of a member state's contingent which is incorporated in the Force Logistic Support Group headquarters specifically to look after the interests of that member state and to liaise with other contingents cells.

#### **National Support Element (NSE).**

That element of member state's contingent which is incorporated into the Force Logistic Support Group to look after the demands from that contingent. Their role would include the provision of an interface with the UN procurement organization and to maintain that level of national stocks required by the Force Logistic Directive. The NSE would also receive and store supplies consigned from the home base.

#### **Operational Command.**

The authority granted to a commander to assign missions or tasks to subordinate commanders, to deploy units, to reassign forces, and to retain or delegate operational and/or tactical control as may be deemed necessary. It does not in itself include responsibility for administration or logistics.

#### **Operational Control.**

The authority delegated to a commander to direct forces assigned so that the commander may accomplish specific missions or tasks which are usually limited by function, time, or location; to deploy units concerned, and to retain or assign tactical control of those units. It does not include authority to assign separate employment of components of the units concerned. Neither does it, of itself, include administrative or logistic control.

#### **Order and Shipping Time.**

The time elapsing between the initiation of

stock replenishment action for a specific activity and the receipt by that activity of the materiel resulting from such action.

#### **Peacetime Stock Levels.**

The level at which military units in member states maintain military materiel stocks in order to meet the needs of those units undertaking their normal peacetime role.

#### **Petrol, oils and lubricants (POL).**

A broad term which includes all petroleum and associated products used by the armed forces.

#### **Planned Resupply.**

The shipping of supplies from the home base in a regular flow as envisaged by preplanned schedules. Such a schedule will usually include some form of planned procurement. It may also include planned provision from the LSG to the component parts of the Force.

#### **Principle.**

A principle is a general law which guides action; a fundamental truth as the basis of reasoning.

#### **Procurement.**

The process of obtaining personnel, services, supplies and equipment.

#### **Rationalization.**

Any action that increases the effectiveness of a force through more efficient or effective use of resources committed to that force. Rationalisation includes consolidation, reassignment of national resources to force needs, standardization, mutual support or improved interoperability and greater cooperation.

#### **Reimbursable.**

A category of personnel or materiel made available to the UN for use in a mission for which the UN agrees a use and for which reimbursement is made to the member state concerned from the UN budget.

#### **Resupply.**

The act of replenishing stocks in order to maintain the required levels of supply.

#### **Stock Level.**

This term is used to describe the quantity of materiel required for a given level of activity over a given period of time. The Force Logistic Directive will detail the stock level for any particular mission in terms of days. Member states will then translate this requirement into holdings of specific items.

#### **Tactical Control.**

The detailed and, usually, local direction and control of movements or manoeuvres necessary to accomplish missions or tasks assigned.

#### **Temporary Reception Area.**

That area designated for used by member states' contingents on first deploying to a

mission area, prior to moving to designated operational areas.

### **Section III**

#### **Special Abbreviations and Terms**

This section contains no entries.

## **Index**

This section contains no entries.



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